

2011-2012  
Report to the Community



 Cheshire Medical Center  
Dartmouth-Hitchcock Keene

Cheshire Medical Center  
Dartmouth-Hitchcock Keene is  
a nonprofit community hospital  
and clinic with a mission to lead  
our community to become the  
nation's healthiest through our  
clinical and service excellence,  
collaboration, and compassion  
for every patient, every time.

## Recognitions

Commission on Cancer Commendation for  
Excellence in Cancer Care 2012

American Hospital Association  
Grassroots Champion Award to Art Nichols 2012

Antioch University New England  
Community Partner Award 2012

New Hampshire Public Health Association  
"Friend of Public Health" Award to Yvonne Goldsberry, PhD,  
MPH, Senior Director of Community Health 2012

The Joint Commission  
Top Performer on Key Quality Measures 2011 and 2012

American Association of Critical-Care  
Nurses Silver Beacon Award to ICU/Telemetry Team 2012

New Hampshire Hospital Association  
Healthy Eating Active Living (HEAL) Award 2011

The Joint Commission Gold Seal of Approval 2011

# Committed to Patient & Community



Arthur W. Nichols, President,  
Cheshire Medical Center, and  
Don Caruso, MD, MPH, Chief  
Medical Officer, Dartmouth-  
Hitchcock Keene

This year marks the 120th anniversary of the founding of Keene's first hospital – a milestone made possible because of the generosity and dedication of many community members. We are proud that Cheshire Medical Center/Dartmouth-Hitchcock Keene has grown into an award-winning, nonprofit medical center providing a broad array of medical and surgical services to Cheshire County and beyond. Daily, we are inspired by the dedication that our staff, providers and volunteers show as they care for the patients and families who count on us. We truly are neighbors taking care of neighbors, and are proud to be the community's healthcare safety net.

We continue to explore and implement innovative care programs such as Medical Home, and the Pioneer Accountable Care pilot. These programs are the foundation of our population health/Vision 2020 initiatives. Quality patient care and the health of our community continue to be our priorities. As state and national economic challenges strain our regional healthcare system, strong support from our community is more important than ever.

We view this Annual Report to the Community as a tribute to our employees, volunteers and donors. Thank you for helping us care for our community.

Handwritten signatures of Arthur W. Nichols and Don Caruso in blue ink.

“Our commitment to helping our patients, community and CMC/DHK inspires our friendship.”

Denise Croteau



**Community Benefits — Over \$5.5 million**

Nine-month fiscal year — October 1, 2011 through June 30, 2012 Cheshire Medical Center/Dartmouth-Hitchcock Keene has a long history of serving those who live and work in our area through community health improvement activities. These activities take many forms, including giving a talk in the community, serving on a local Board of Directors, or offering a health-related activity in a local school. Other examples include larger programs sponsored by CMC/DHK, such as: Cheshire Smiles, Tobacco Cessation, Medication Assistance, and Community Health Education Programs. Individually and organizationally, our efforts make a significant difference in the health of our community.

We are committed to all of our patients, regardless of ability to pay, and provide charity

Denise Croteau and Gayle Wollert represent an integral part of Patient Financial Services, assisting patients with questions and resources to cover health care costs.

# Community & Connection

care and financial assistance for under-insured and uninsured individuals. Over the past nine months ending June 30, 2012, we have provided to our community over \$5,500,000 in programs and services for which we were not reimbursed.

**Patient Financial Services** We work hard to make quality healthcare available, affordable, and accessible to all, regardless of a patient's ability to pay. Cheshire Medical Center/Dartmouth-Hitchcock Keene offers many programs, including financial assistance, medication assistance, and referral programs to ensure that cost is not a barrier for anyone in our community to receive the healthcare services they need. From October 2011 to June 2012, more than \$2.7 million was provided in financial assistance.

Our **Lifeline** personal response program provides an important service to more than 530 community members in 48 towns, enabling adults to live independently and confidently. Installation and instruction is provided by CMC/DHK's Andy Christie and Lifeline operators provide 24/7 response. With instant access to important health history

and personal profile information, Lifeline is able to provide appropriate and immediate assistance, offering peace of mind for individuals and families.

**Cheshire Smiles** is a school-based dental program providing access to dental care for children enrolled in public schools throughout Cheshire County. The collaborative effort among The Council for a Healthier Community, CMC/DHK and Dental Health Works celebrated its 15th year of service to children across 21 elementary schools, three middle schools and four Head Start Centers. Over the past year, we have designed and led dental health education lessons (2,529 students), performed screenings (1,395 students) and provided preventative services such as: cleanings, oral hygiene instruction, fluoride treatments and sealants (257 students).

TOP: CMC/DHK's Andy Christie setting up the Lifeline personal responder at the home of a CMC/DHK patient.

BOTTOM: Erin Bradley, Dental Hygienist from the Cheshire Smiles program, performing an oral screening for a student.



# Collaborative & Caring

Tim LaBelle's multiple chronic conditions require coordinated and consistent teamwork among Tim and his primary and specialty care providers.

"My Care Coordinator, Eleanor, pulls everything together, creates a care plan, and then calls me once a month to ask how things are going and asks questions that help to lead me in a certain direction. Because of the early intervention, I feel they are always looking out for me. They've even given me medicine to take immediately when I have a COPD flare-up, so I might not have to go to the Emergency Department."

Having professional assistance coordinating medical care can be a huge help when recovering from an illness or living with chronic conditions. Nurse Care Coordinators are members of each Primary Care Team, its satellite offices, and the Clinic's Pediatrics Department.



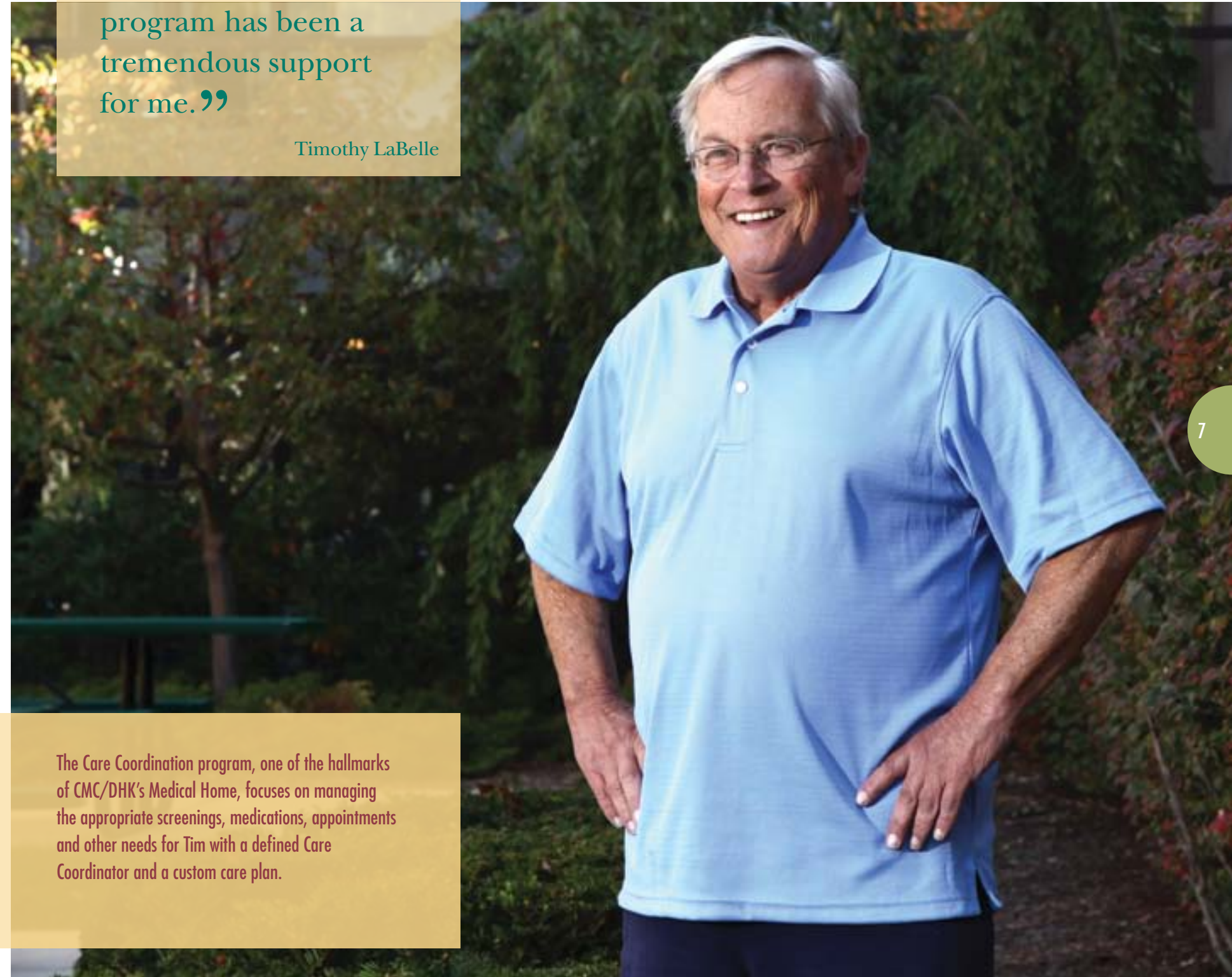
"As Care Coordinators, we are looking at the whole patient and not just their limiting condition. We provide lots of education and encouragement to patients, connecting them to a variety of programs and resources to help them enjoy living better and longer. We provide ongoing support for our patients and their families, bridging the transitions of life and making sure their changing needs continue to be met. It's the right care for our patients, the care I would want for my family and me."  
Eleanor Cochrane, R.N., Care Coordinator

These nurses work closely with patients who are medically complex to coordinate all aspects of their care and to improve their quality of life. As an integral part of the Medical Home team that also includes primary care providers, team nurses, medical assistants and office staff, these Care Coordinators work with patients proactively to ensure their needs are met. Creating plans for chronic illness management, supporting wellness, advocating for patients and families, and coordinating support services are just a few of the areas where Care Coordinators can help patients take an active role in their own health care. In addition, their work has contributed to a reduction in ER and hospital readmissions by 10 percent.

Care Coordinators in the Medical Home of Family Medicine, now in their fourth year, have provided assistance to thousands of patients. By focusing on the whole patient, respecting individual goals, collaborating with the entire healthcare team, and helping patients to navigate the pathway to better health, patients enjoy better health and wellness in a more efficient and responsive system.

“Because I have multiple illnesses, the Care Coordination program has been a tremendous support for me.”

Timothy LaBelle



The Care Coordination program, one of the hallmarks of CMC/DHK's Medical Home, focuses on managing the appropriate screenings, medications, appointments and other needs for Tim with a defined Care Coordinator and a custom care plan.

“Two years ago I made a decision to get healthy and set a goal of losing 100 pounds.”

Diane Croteau



Diane Croteau and Kelsey Plifka  
Vision 2020 Champions

# Improving & Inspiring

Diane Croteau is a true model of the Vision 2020 Champions program in living, sharing, modeling and inspiring others to live a healthier lifestyle.

“I joined Monadnock Family Services’ InSHAPE program and with their support and the wonderful staff at the YMCA, I met and exceeded my goal of losing 100 pounds in September 2012 by eating the right food and adhering to a strict exercise routine. Earlier this year, I became a Vision 2020 Champion. I know joining the program strengthened my resolution to lose the additional weight. Now I hope to be an inspiration and mentor for others. I don’t think I could have done it without the incredible support of the Keene community.”

Started by Cheshire Medical Center and The Council for a Healthier Community in 2006, Vision 2020 is a community-wide health initiative designed to actively engage the citizens of Cheshire County in the process of becoming the country’s healthiest community by the year 2020. The goal

Diane (left) met her goal to lose 100 pounds in September 2012 with support from community organizations and her family and friends. Kelsey Plifka (right) is Community Health Education Coordinator at CMC/DHK and helps manage the Vision 2020 Champions program.

is to change the culture of health from an emphasis on care and cure of disease to one of improving quality of life and preventing the leading causes of chronic disease and death.

Community response has been terrific and the program now boasts more than 1,500 individual Champions and 65 school and organizational Champions. Linda Rubin, Director of the Healthy Community Initiative, shares that the roster of Champions is the heart of Vision 2020. “Champions are the faces of the initiative, inspiring others to join in,” Rubin said. “They are taking steps, both small and large, to improve the places where we live, learn, work and play—the places where health really begins.”

Vision 2020 is funded by the Cheshire Health Foundation, community partners and individual donations.



Our annual 5K Run/Walk offers the opportunity for all skill levels to participate and celebrate active living. Pictured above is the start of our Kid’s Fun Run with area mascots, and Linda Rubin and Jodi Clark, Vision 2020 Champions, crossing the finish line.

# Educational & Empowering

Elizabeth Mitchell is a strong advocate for the Centering Pregnancy program and shares, “I was in my early pregnancy with my second child when my OB/GYN provider recommended the Centering Pregnancy program. Because I had complications with my first pregnancy, a group support system really appealed to me. In my group, all of the women were due to deliver around a similar date.

“The group leader, either an obstetrician for some services or a midwife for others, discussed ‘age appropriate’ topics and we had short one-on-one sessions with the doctor or midwife. There was plenty of time for open discussions where you can learn from one another’s experiences which makes you feel very close and at ease with the group. You’re not embarrassed to bring up any topic. When you leave the group, you’re laughing and smiling. It’s a very close-knit group and true community. Plus, I’ve made some great

friends and we’ve had three reunions since delivering our babies. It’s a wonderful service that the hospital provides.”

According to Jessica Densmore, a Certified Nurse Midwife, the objective of the Centering Pregnancy program is for pregnant couples with the same gestational ages to be grouped together for care and support. Instead of meeting one-on-one with a midwife or doctor for a few minutes once a month, the expecting parents meet in a two-hour group session with the care provider on a regular basis.

“Participants come to each meeting prepared with results from self-care activities like weight and blood pressure checks recorded on their charts which empowers them to be more in control of their pregnancy,” says Densmore. “Following the medical segment, the direction of the meeting can go wherever the group decides, which could cover wide-ranging topics from physical changes to parenting philosophies, and diets to diapers.”



A few members of our Centering Pregnancy team (shown above, left image): Jessica Densmore, CNM, Hanna Neff, RN, Timothy Fisher, MD, and Amanda Houle, PsyD. Women’s and Children’s Health Unit staff (shown above, right image): Gail Hayes, RN, Emily Nichols, RN, and Elaine Prescott-Austin, RN, provide extensive education and support for many topics, including breastfeeding, managing labor pains, Dad’s Basics and sibling classes, and more.

“Pregnancy can be very isolating, but after each meeting, you left the group happy knowing that you had support and you weren’t alone.”

Elizabeth Mitchell



Christian, Simon  
and Elizabeth Mitchell

In the Centering Pregnancy program, Elizabeth was able to share with other soon-to-be moms the changes, joys and apprehensions that come with expecting a new baby.

“It’s a very satisfying and rewarding profession to be able to support cancer patients. I leave work every day feeling fulfilled, knowing our patients are getting the very latest treatment modalities and the most compassionate cancer care... all close to home.”

Beverly Griffin



Beverly Griffin, RN, and Denise Meadows

# Compassionate & Close to Home

Perhaps one of the most challenging, but also most rewarding nursing careers is in the field of oncology. Because oncology nurses have ongoing relationships with their patients, they are able to make powerful connections. This has certainly been the case for Beverly Griffin, RN, BSN, OCN, who has been an oncology nurse for a total of 26 years and has been in the Oncology Department at the Dartmouth-Hitchcock Norris Cotton Cancer Center – Kingsbury Pavilion in Keene for 12 years.

“As oncology nurses, we are helping patients through a very difficult time in their lives and it’s important for them to know that we genuinely care and are always there for them,” says Beverly. “Most of our patients and their families are from the Greater Keene area and they become almost as close as family to us. It’s very important to get to know our patients

and to acknowledge their fears and concerns. Our oncologists, nurses and support staff work together as a tight team, but we also involve social workers, dietitians and other departments in the total care of our cancer patients.”

“Oncology care is a challenge, but there are always new discoveries and innovations and so much you can learn about the disease. We are very fortunate to have a strong partnership with Dartmouth-Hitchcock’s Norris Cotton Cancer Center, which is one of the leading cancer research and treatment centers in the country.”

“Bev was incredible. She was very sympathetic and took me under her wing and helped me get the support I needed.”  
— Denise Meadows, Kingsbury Pavilion patient



# Teamwork & Trust



As her father's advocate and caregiver, Meg Green worked closely with the Geriatrics Department at CMC/DHK during the last two years of her father's life.

"I can't speak highly enough about how solid, independent and respected my father felt right up through his final moments thanks to the personal attention and expertise provided by the geriatric professionals at the hospital. They worked hard to put together a team of people that included my family, caregivers, physicians, social workers, nutritionists, therapists, pharmacists and home healthcare providers. They were sensitive to all aspects of his personality, lifestyle, shortcomings, strengths, challenges and needs. This approach to patient care boosted my father's confidence and prevented worry and also prevented seeking out non-essential medical attention."

"Together we work to manage problems and conditions to reduce symptoms and to improve wellness. By leveraging strengths and identifying resources, the intent is to maximize independence to allow individuals to achieve success."  
Lisa Leinau, MD

"I am particularly thankful to my father's geriatric physician, Dr. Lisa Leinau, and geriatric nurses Elizabeth Loccisano and Jamie Ferrando, who were all stellar in their relationship and care of my father."

The elderly are often faced with health issues that are more complex than those of younger patients. Unlike other specialties that focus on specific areas of the body, geriatrics focuses on a stage of life—later life. CMC/DHK's Geriatric Medicine providers understand and specialize in meeting the unique health needs of older patients. The department works in concert with other healthcare providers to offer a complete array of supports and services for issues related to aging. They provide individualized care plans for patients, focusing on the whole patient, their family and home environment.

"Knowing my dad was being treated by the Geriatric Department team gave me tremendous peace of mind."  
Meg Green

"The caring professionals in the Geriatrics Department made an enormous difference in ensuring that my dad received the quality of care and treatment he deserved with as much comfort and dignity as possible."

Meg Green



Meg Green,  
and Elizabeth  
Loccisano, RN



# Donors

As the stories in this report illustrate, it is the interwoven connection between Cheshire Medical Center/Dartmouth-Hitchcock Keene and the community which we serve that underscores our strength. The philanthropic support that the Cheshire Health Foundation receives advances our shared goal of becoming the healthiest community in the nation, with access to the highest standard of health care for all our families, friends and neighbors. Thank you for your support of our nonprofit hospital and clinic, and for the difference you help us make in the lives of our patients.

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“We feel fortunate to have been able to work our entire lives in careers that care for people in our community. It is meaningful to us to be able to serve in this capacity and to support Cheshire Medical Center for so many years.”

Ellie Stalker, RN, CMC Post Anesthesia Care Unit, and Clay Stalker, CMC/DHK Security 50 years of combined service

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“I was spending so much time at the Kingsbury Pavilion with my mother, so I thought, ‘Why not get involved?’ It is out of the goodness of my staff’s hearts that they want to participate (in Bald is Beautiful). It’s only one day out of our time to see so many people happy, and hear so many stories that make you cry. I have this business, so I give back to Cheshire Medical Center through it.”

Mary Jane Doody, Owner MJD & Co. Hair Design. Co-Founder of Bald is Beautiful annual cancer fundraiser

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If we have omitted, misspelled, or incorrectly recorded your name, please accept our sincere apology and notify us at (603) 354-6810.  
To learn more about where future gifts can help, visit [www.cheshirehealthfoundation.org](http://www.cheshirehealthfoundation.org).

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# ...we are very thankful

“It didn't take us long to decide to designate gifts to the Kingsbury Pavilion in memory of our mother. She loved everybody there! Dr. Winslow was so very special to our family and treated Mom with the dignity and respect she deserved. Cheshire Medical Center was a part of our family for many years, and made the last days for both Mom and Dad much easier on our family, and we are very thankful.”

Joan Meltzer (left) and Joyce Samsel (right), In Memory of their parents, Dorothy and Glenn Martin



# Corporate & Foundation Giving



“As a community bank, we consider Cheshire Medical Center an amazing community resource! We like supporting events that bring awareness to what patients go through during treatment, and motivate people to participate and raise funds to help patients directly.”

Martha Curtis, Vice President of Retail Administration  
Savings Bank of Walpole

“My goal at the information desk is to make patients feel comfortable, so they have a positive and memorable experience. It’s important to make a good first impression and to be able to establish a connection and put a smile on their face.”

Betty Merritt — Devoted to CMC/DHK since 1961. Began work as a nurse over 50 years ago and upon retirement in 1991, began volunteering. An inspiration to all around her, Betty has logged thousands of hours of service, and is a true model of giving back to our community.

## Recognizing Our Volunteers

Over 230 volunteers over the past year have dedicated close to 30,000 hours of their time and talents to our organization and are wonderful ambassadors for our campus. We extend our sincere thanks to these amazing individuals who support our hospital and clinic in so many ways.

## Environment of Care

Our Environmental Services staff is dedicated, hard-working and compassionate. Their work in maintaining our patient rooms, floors, offices, and buildings ensures a safe and caring environment for patients, visitors and employees, each and every day.



22  
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# Board of Trustees



Quality, affordability and accessibility are top issues for health care today. Cheshire Medical Center Dartmouth-Hitchcock Keene has been working for many years to redesign the delivery of care to focus on wellness and disease prevention, reducing costs and hospital stays for patients, and coordinating care among primary and specialty departments to deliver the right care at the right time.

CMC/DHK serves nearly three out of four Cheshire County residents, and our medical staff is committed to managing the health of our population and providing care, regardless of an individual's ability to pay. Among other accreditations and recognitions, CMC/DHK was also validated by the NH Center of Public Policy\* for providing high quality care at an affordable cost that is lower than other NH healthcare providers.

In a world of cost reductions and consolidation pressures, our team is proactively managing strategies for a sustainable health system to meet the needs of our community.

Jay Kahn, Chair, Board of Trustees

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\* Hospital Prices, Market Structure and Cost Shifting Report March 2012

# Statement of Operations

**Nine Months Ending June 30, 2012** This fiscal year—October 1, 2011 through June 30, 2012 is unique with a nine-month timeframe due to a change in our fiscal calendar. Next fiscal year will be represented as a 12-month year from July 1, 2012 — June 30, 2013.

(in thousands of dollars)

**Billed for services to our patients:**

Care for inpatients	62,766
Services for outpatients	265,965
Received from other sources	3,255
<i>(Includes income from incidental services, investments of previous charitable gifts and unrestricted gifts from hospital donors)</i>	

**Total Sources** 331,986

**Amounts billed but not received:**

Government programs and commercial contractual agreements	181,631
From patients unable to pay and bad debt	18,386

Therefore, we actually received revenue from patient care and other services of: 131,969

**Our costs included amounts:**

To pay our employees and physicians	79,301
To pay our suppliers and vendors	34,623
To operate the building, fund depreciation and pay interest	13,019
Resulting in total costs for patient care and other services:	<u>126,943</u>

**Residual earnings intended for use to reinvest in our community's health care:**

Payment of the state Medicaid Enhancement Tax (5,745)

**The excess of costs over amounts received resulted in a reduction of our accumulated net earnings of:**

(719)

**Statistics** 12 Months Ending June 30, 2012

Admissions	4,167
Newborns	463
Emergency Department Visits	26,604
Surgical Cases	4,054
Inpatient	582
Outpatient	3,472
Physician and professional provider visits	354,456
Endoscopies, Colonoscopies	5,024
Pain Clinic Procedures	1,902
Imaging Exams	98,177
Laboratory Tests	1,689,842
Physical therapy and other outpatient treatments	140,291
Respiratory therapy treatments	25,371
EKG/EEG tests	12,008
Sleep lab	398
Meals served	507,701
Pounds of laundry processed	1,131,021
Volunteer hours	29,765

Members of our Case Manager Team provide assessment, planning, facilitation and advocacy for options and services to meet the healthcare needs of our patients. Pictured L to R: Therese Archambault, RN; Kathy Nikiforakis, RN, BSN, MBA, ACM; Liz Lajoie, RN; Christopher Gallagher, RN, MSW; Eleanor Grabach, LICSW; Anne Klaud, RN; Lois Kitz, MSW; Constance Schlegelmilch, MSW. Not pictured: Dolores Mahoney, LICSW; Wendy Prescott, MSW; and Sandra Schofield, RN, BSN.



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Left to right: Jessica Payton, MD, Pediatrics; Janet Aug, OD, Ophthalmology; Harneet Sethi, MD, Emergency Medicine; Todd Silberstein, MD, Cardiology; Abigail Washburn, PA-C, Family Medicine; and Matthew Guiltinan, MD, Hospitalist.



“The concept of coordinated multi-disciplinary medical practices has characterized the Cheshire Medical Center culture. As a medical professional, my colleagues and I learned that this has been a good way to deliver medical care, and is a positive attribute in improving health care in the years to come. As community members, Nancy and I feel secure and well cared for relative to our needs and the needs of our family at CMC.”

**Dr. Roger and Nancy Hansen**  
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Continued involvement and dedicated  
service into retirement

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